

Baseline Newsletter December 2025



PMI GREAT LAKES

From the President's Desk

First, I want to say **THANK YOU!** to my Board of Directors (BOD) for your willingness to try something new and for stepping up to the challenge. **THANK YOU!** to our wonderful members for all the support & enthusiasm you brought to each of our activities in 2025. Looking forward to working with you in the near future.

Get ready for 2026, our annual theme is: **IMPLEMENTING AI in the PROJECT MANAGEMENT WORLD.** We are already planning activities for January and beyond. Look for the 2026 Symposium early registration discount if you register in December.

Have a wonderful Happy Holidays! We will continue to plan relevant learning opportunities, have hands-on sessions to assist the learning process, elevate the PMI experiences, and be a resource of information for our membership.

Synthia S. Adams
President, PMI Great Lakes Chapter
president@pmiglc.net





The 2025 Mentorship program is ending soon,
look for details regarding the 2025 Celebration
on 1/28/26 in Southfield!

Look for details about taking part in the 2026
Mentorship Program coming in January 2026!



Volunteer Opportunities

Volunteering Opportunities

PMIGL has the following volunteer opportunities available:

Manager of Marketing Volunteers

Manager Onboarding

- Further develop the process, institutionalize, and manage new volunteer on-boarding.
- Work with leaders in other PMIGL functions to acquire new volunteers or promote existing volunteers to new positions.
- Establish an on-boarding meeting agenda, date, and publish the meeting invitation to all involved with initially on-boarding the new volunteer.
- Chair the on-boarding phone call.
- Publish minutes and action items from the on-boarding session.
- Track on-boarding metrics and present to the BOD.
- Periodically assist Director, Volunteer Management in other activities related to volunteer acquisition.

Join us to help improve our chapter while making new friends and having fun.

[Click Here](#) to learn more about these opportunities and to apply.



Announcing the 2026 PMIGL Symposium – April 17, 2026

This year's theme, "Implementing AI in Project Management," reflects the rapid evolution of our profession and the growing expectation for project leaders to embrace AI as a strategic enabler—not just a tool.

As organizations across every sector accelerate their digital transformation journeys, project managers are increasingly being called to lead with innovation.

Our 2026 Symposium will equip you with the insights, strategies, and practical skills to integrate AI into your workflows, elevate team performance, strengthen decision-making, and drive project success in a technology-enabled world.

[Click here](#) to register at a special early bird price for PMIGL members of \$225 and non-members of \$281.

Early bird price expires December 31, 2025.



Project
Management
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Great Lakes

Coming Soon

Online Store

PMIGL Online Store – Coming Soon!

We're excited to share that PMIGL will be launching a new online merchandise store, offering members exclusive apparel and event-themed items — including our 2026 Symposium T-shirt, inspired by this year's AI theme. In the coming weeks, you will begin seeing sneak peeks, design reveals, and pre-launch announcements. Stay tuned for your opportunity to support the chapter and represent PMIGL with pride wherever your projects take you.





**WE
NEED
YOU!**

Please Review Your PMI Profile

As many of you may have heard, PMI will be making some important changes to chapter membership sometime in 2026. We'll let PMI make those official announcements, but you can help the Great Lakes leaders in their efforts to arrange the 2026 events so that they better fit where and who you are.

You can do this by updating or correcting your PMI Member Profile. Please pay particular attention to Postal Code (Zip Code), Organization, and Industry affiliation. This will help us in the selection of locations and topics for upcoming events.

[Click Here](#) to review and update your Member Profile.





UPCOMING EVENTS



Project
Management
Institute.[®]
Great Lakes

SPRING SYMPOSIUM

04.17.2026

🕒 7:00 AM TO 5:00 PM

📍 **Vibe Credit Union Showplace**
(aka Suburban Collection Showplace)

Princess Castleberry is CEO of Castleberry Global, a professional speaker, author, AI enthusiast, and leadership strategist. She is disrupting the leadership capacity crisis with her Live, Lead, and Build Leverage™ Framework. Today, Princess partners with corporations and associations to deliver keynote talks, workshops, and immersive experiences for leaders who want to make better decisions, stress less, and perform well under pressure. She's also the author of *The Truth Is in the Trigger™*, the bold new playbook helping leaders decode what's driving their stress and burnout.



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KEYNOTE SPEAKER:

**PRINCESS
CASTLEBERRY**



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2026 PMIGL Symposium is coming!

The 2026 PMIGL Symposium promises to be an exciting and informative event that you won't want to miss. To give you an early look at what is planned, here are brief descriptions of the Opening and Closing Keynotes that you will experience!

Opening Keynote:

AI-READY LEADERSHIP: Managing Projects in the World of Generative, Predictive, and Agentic AI

AI is transforming how project work is planned, executed, and delivered. In this session, Princess Castleberry equips project professionals to lead with discipline in an AI-enabled environment—where technology anticipates needs, interprets context, and takes action.

Attendees learn the differences between generative, predictive, and agentic AI; how to integrate AI across the project lifecycle; and how to evaluate AI readiness through data integrity, ethical governance, and human adaptability.

Closing Keynote:

THE TRUTH IS IN THE TRIGGER™: LEADING UNDER PRESSURE IN THE AGE OF AI

As AI accelerates project complexity, behavioral pressure—not technical ability—often determines performance. In this keynote, Princess Castleberry reveals how hidden triggers shape decisions, communication, and collaboration during high-stakes project cycles.

Participants learn how pressure flips high-performing traits, how to identify triggers impacting their leadership, and how to apply a practical framework to make stronger decisions, reduce stress, and sustain performance in AI-driven environments.

Early registration is open now.

Early bird registration for PMIGL members is \$225 and non-members is \$281 so don't delay.

[Click here](#) for registration and more details about keynotes and other events.



Project Management
Content Development
Consulting
Private Training

Ready to Get Certified? Take Advantage of Discounted Exam Prep Training!

Are you thinking about taking the next step in your project management career? Whether you're aiming for your **PMP®**, **CAPM®**, **PMI-ACP®**, or **Professional Scrum Master** certification, now is a great time to start preparing — and saving!

PMI Great Lakes Chapter (PMIGLC) is proud to partner with [Peak Business Management](#) to offer **discounted exam prep** training for both **members and non-members**. These courses are taught by experienced instructors and are designed to help you confidently prepare for the certification exam that aligns with your career goals.

As a PMIGLC member (or even if you're not!), you can receive **up to \$200 off** the cost of certification training through this partnership. Whether you're a seasoned professional looking to earn your PMP or a newcomer interested in the CAPM, this is a smart, cost-effective way to get started.

Have questions about the certification process or which path might be right for you? Feel free to reach out to me, **Ron Papa, Director of Certifications**, [**director.certifications@pmiglc.org**](mailto:director.certifications@pmiglc.org)

I'm happy to help!

Let's take your project management career to the next level — together



PM Musings: Sustainable Development and Stakeholder Engagement: Lessons Learned from Infrastructure Megaprojects in Europe ^{1, 2}

By Ermal Hetemi, PhD ⁱ and W. A. Moylan, PhD ⁱⁱ

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Abstract

The paper will address the results gleaned from the case studies of utilizing BIM as a decision support tool for infrastructure programs within an inter-organizational context, summarize the insights from the infrastructure delivery scenarios [case studies] applicable to other national scenarios (including the USA), and, opine on multi-attribute decision making addressing the PEESTLE factors – political, energy/environmental, ethical, social, technical, legal and economic, by infrastructure-related inter-organizations. The key lessons learned deal with sustainable development and stakeholder engagement, which have an appropriate application on all types of large infrastructure projects sponsored by government entities and executed by public/private partnerships.

Introduction

The transport sector accounts for a large share of global CO₂ emissions. To mitigate the impact of climate change, several sustainability-oriented large-scale infrastructure projects have recently been on the policy agenda around the globe, such as electric road systems and expanding rail systems. A parallel development that is expected to accelerate the transition of the transport sector is digitalization. Although ongoing for many decades, these initiatives have recently been augmented by virtual concepts such as artificial intelligence (AI) and smart city technologies. The integration of these digitalization tools at the organizational level poses both opportunities and challenges for the actors involved in infrastructure projects.

An approach that is currently promoted in the infrastructure sector is Building Information Modeling (BIM). BIM supports decision-making that leverages various digitalization tools and applications. Although the economic implications of BIM are widely discussed in the literature, the inter-organizational dynamics involving multiple actors in infrastructure projects are not fully grasped. Large infrastructure projects are sociotechnical endeavors embedded in complex institutional frames. The institutional norms, practices, and logics in them are significant. Responding to this scenario, the study conducted an institutional analysis putting the BIM approach in the inter-organizational context in infrastructure delivery. The paper, based on empirical data drawn from three organizations in infrastructure delivery in Spain, the Netherlands, and other European countries, will share the analysis of the tensions among the key actors during BIM adoption and implementation.

Case Study – The Madrid-Barcelona HSL

The **Madrid–Barcelona high-speed rail line** is a 621-kilometer (386 mi) standard gauge railway line inaugurated on 20 February 2008. Designed for speeds of 350 km/h (217 mph) and compatibility with neighboring countries' rail systems, it connects the cities of Madrid and Barcelona in 2 hours 30 minutes. In Barcelona, the line is connected with the Perpignan–Barcelona high-speed rail line leading into France which connects it to the European high-speed network (La Vanguardia, 20 February 2020).

There was criticism during the construction of the Madrid-Barcelona line. A critical report by the consulting firm KPMG, commissioned by ADIF (Administrador de Infraestructuras Ferroviarias) at the behest of the Ministry for Public Works (Ministerio de Fomento) on 23 June 2004, pointed to a lack of in-depth studies and over-hasty execution of works as the most important reasons for the problems that dogged construction of the AVE line. For example, during the construction of the AVE tunnel near Barcelona, several nearby buildings suffered damage from a sinkhole that appeared near a commuter rail station, damaging one of its platforms. The construction committee of Barcelona's famed Sagrada Familia church lobbied for a re-routing of the tunnel; it passes within meters of the massive church's foundations. It passes equally near the UNESCO-recognized Casa Milà also designed by Antoni Gaudí. Until 2005, both Siemens and Talgo/Bombardier train sets failed to meet scheduled speed targets. However, in a test run during the homologation tests of the new S102 trains of RENFE, a train-set Talgo 350 (AVE S-102) reached a speed of 365 km/h (227 mph) on the night of 25/26 June 2006, and on July 2006 a Siemens Velaro train-set (AVE S-103) reached the highest top speed ever in Spain: 403.7 km/h (250.8 mph). At this time, it was a record for railed vehicles in Spain and a world record for unmodified commercial service trainsets, as the earlier TGV and ICE records were achieved with specially modified and shortened trainsets, and the 1996 Shinkansen record of 443 km/h (275 mph) was using a test (non-commercial) trainset (Martin & Nombela, 2007).



An overview map of the high-speed connections from Barcelona towards France, with the year of opening

The research study by Hetemi et al. (2020) utilizes the Madrid-Barcelona HSL [case study] to explore the process of knowledge work in the inter-organizational setting of a large-scale infrastructure project. Taking a process perspective, it explores why an autonomous project-owner organization in the rail industry, finds difficulties to transform and exploit the project network-related knowledge in a coopetitive [cooperative competition] context. Based on the longitudinal analysis, the authors put forth a contingency framework that proposes four contexts linking the transformation and exploitation of the knowledge from the inter-organizational network to the project-owner organization; whether: i) the interplay between industrial and the project arrangement empowers product or process knowledge, and ii) the senior, and program management awareness to feed-forward learning relies on individual or institutionalized based learning. These four contexts and their underlying conditions pose different knowledge-work-related problems and implications for practice in inter-organizational collaborations (Hetemi et al., 2020).

Case Study / Research Conclusions

The Hetemi study (2020) postulates a solid understanding of knowledge-as-practice and reaffirmation of the Project 'learning boundary' concept. The empirical investigation makes the following observations:

- Little collective knowledge occurs due to disconnected task divisions.
- Actors [stakeholders] believe in their uniqueness [super ego/arrogance]; while simultaneously being unaware of useful knowledge that is available from other sources within the organization.
- Knowledge is codified as a product rather than a process, which supplants valuable knowledge sharing.

Case Study / Research Limitations. Challenge of exploiting knowledge created within LIP context for reuse in other contexts/projects. Lack multi-perspective view of knowledge-sharing mechanisms and perception by different Project actors.

The emergence of Lock-In in Large Scale Projects. Poor decision-making due to escalating commitments. Need process view with long-term perspective versus confining decisions to the single actor at the front end.

Embeddedness & Actors Behaviors. Actor behavior affected by project public institutional context & contractual commitments. Escalation caused by: a) Timing mismatches and b) Owner's passive behavior during implementation. Effective Owner-Contractor Collaboration is critical; savvy Owners deal with Contractors and manage contracts.

Limitations of BIM on Large Scale Projects. Three key items are evident:

- BIM as a decision-making tool is economically viable.
- Inter-organizational dynamics are not fully grasped.
- Actors' tensions hamper BIM implementation and the ensuing value. (Hetemi et al., 2020)

Case Study – The Netherlands / ProRail – HSL South

High-speed rail service in the Netherlands started on 13 December 2009 with the dedicated HSL-Zuid line that connects the Randstad via Brussels to the European high-speed rail network. In later years improved traditional rail sections were added to the high-speed network. Proposals for more dedicated high-speed lines were deemed too costly; plans for the HSL-Oost to Germany were mothballed and instead of the Zuiderzeelijn the less ambitious Hanzelijn was built to enable future high-speed service between the northern provinces and the Randstad. As of 2020 three high-speed train services are operative in the Netherlands: Thalys, InterCity Express (ICE), and Eurostar; the short-lived Fyra service was canceled in 2013 after severe reliability issues.



HSL-Zuid, connected to Antwerp with the HSL 4

HSL-Zuid (Dutch: Hogesnelheidslijn Zuid, English: High-Speed Line South) is a 125 km (78 mi) high-speed railway line in the Netherlands. Using existing tracks from Amsterdam Centraal to Schiphol Airport, the dedicated high-speed line begins here and continues to Rotterdam Centraal and the Belgian border. Here, it connects to the HSL 4, terminating at Antwerpen-Centraal. Den Haag Centraal (The Hague) and Breda are connected to the high-speed line by conventional railway lines. Services running at 160 km/h (100 mph) on the HSL-Zuid began on 7 September 2009 between Amsterdam and Rotterdam. From December 2009, Thalys trains from Amsterdam to Brussels and Paris have run on HSL-Zuid. From December 2012 to January 2013 (40 days in total) the Fyra V250 trains ran on HSL-Zuid between Amsterdam and Brussels, only to have service suspended because of the poor quality (and safety risks) of the Italian-made trains (Railway Gazette, 2018)

Large Scale Projects - Common Issues

Both case studies on Spain and The Netherlands HSL Mega-Projects show recursive interaction of institutional fields and managerial legitimation. This includes the institutional complexity bound Large Scale Project [LSP], and the management responses that are altered across both time and institutional pressures. These institutional pressures include the regulative, normative, dynamic, and cultural-cognitive (Hetemi et al, 2020 (2)).

Limitations of BIM on Large Scale Projects.

Again, the research demonstrated BIM as a decision-making tool to be economically viable; however, the inter-organizational dynamics are not fully grasped. In particular, the emotional tensions of the actors [stakeholders] hamper BIM implementation and its value (Hetemi et al., 2020(3)).

Additional Insights/Considerations on European LIP Research.

What makes these cases particularly interesting for our research purpose is that they were among the first HSL projects in their respective country, i.e. the requirements technical, financial and, managerial were beyond local governments and authorities' experiences. Consequently, the projects did not have a local reference point, and the project arrangement demanded external engagement, through international suppliers. This provided, a comparative foundation that involved the industrial sector beyond the need for Project embeddedness, demonstrating how regulative and political formations influence project arrangements.

These two cases provided an attractive cross-case comparison, as there was considerable documentary evidence of them in newspapers, audits, and official reports. In addition, their institutional context – share similar regulative demands under the European umbrella. However, they also vary in terms of delivery systems, partnering arrangements, and political roots.

Applicability to the [Sad] State of the USA Infrastructure

Every automobile driver in America knows from personal experience the terrible state of the USA infrastructure. The political theater of the Federal Government budgeting, funding, and approval process thwarts quick action and stymies meaningful discourse on appropriate long-term solutions. The considerations to be addressed by inter-organization decision-makers include sifting through the Political, Ethical, Energy/Environmental, Social, Technical, Legal, and Economic issues [PEESTL+E] of the proposed LSP.

ASCE Infrastructure Report Card

The comprehensive Infrastructure Report Card published every four years by the American Society of Civil Engineers [ASCE] consistently documents that the USA is not making the grade when it comes to its infrastructure. In 2017, the USA earned the overall grade of D+; versus scoring a D in 2013 (ASCE, 2017). On 2 March 2021, ASCE published this year's report card with the accompanying comprehensive study. The good news is the USA's grade has gone up! The not so good news is the overall grade is C-. Much work needs to be done.

The economic impact of status quo investment

The recently issued ASCE/EBP Study entitled "Failure to Act" notes that "Over the next 20 years, the average American household will lose \$3,300 each year due to underinvestment in our infrastructure" (ASCE, 2021). Chilling.

Conclusions

The European Case Studies on large-scale infrastructure projects [LIP] addressing the inter-organization interactions during the adoption of BIM offers critical lessons learned for American stakeholders to seriously consider.

LIP Stakeholder Analysis - "Lessons Learned"

First, the LIP Program Manager must learn how to learn. That is, cooperative collaboration versus constant competition. This 'learning how to learn' requires the LIP decision makers to embrace the complex ambiguity they encounter as part of the LIP genre.

In addition, LIP continuous improvement requires constant communication to build commitment. This is necessary to overcome the disfunction-junction that now encumbers the process.

Implications for Improving Infrastructure Execution

Sustainability requires reimagining cities [habitat], the world of work [economy], and social support [infrastructure]. To improve the execution of large-scale infrastructure development requires the LIP constructors and designers to become agile in conceiving and constructing the built environment. In conclusion, all stakeholders must become agile in constructing the built environment.

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¹ Second Editions are previously published papers that have continued relevance in today's project management world, or which were originally published in conference proceedings or in a language other than English. Original publication acknowledged; authors retain copyright. This paper was originally presented at the University of Maryland 2021 Virtual Project Management Symposium in April. It is republished here with the permission of the author and conference organizers.

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Ermal Hetemi, PhD, is a Researcher in the Department of Industrial Economics and Management at KTH Royal Institute of Technology Stockholm (Sweden). He holds a double Ph.D. degree in the subject area of Industrial Management and Economics from KTH Royal Institute of Technology, and Universidad Politécnica de Madrid, Spain. Besides, he holds a Master of Science in Business Administration, Construction Management with honors (GPA 4.0) from Eastern Michigan University (MI. United States). His main research interest focuses on the dynamics of institutions and inter-organizational actors in the large-scale project setting and innovation technologies in industrial engineering overall. His research was recognized with awards, including the PMI Donald S. Barrie award in 2015. He has published in project management, engineering, and administrative science journals. Since 2018, Ermal has acted as a committee member in the European Academy of Management Conference for the permanent track "Multi-level perspective in major and megaprojects." He has about ten years of experience in project management, including as a lecturer for a bachelor's and master's program in project management and as a consultant. Ermal can be contacted at ermal.hetemi@indek.kth.se

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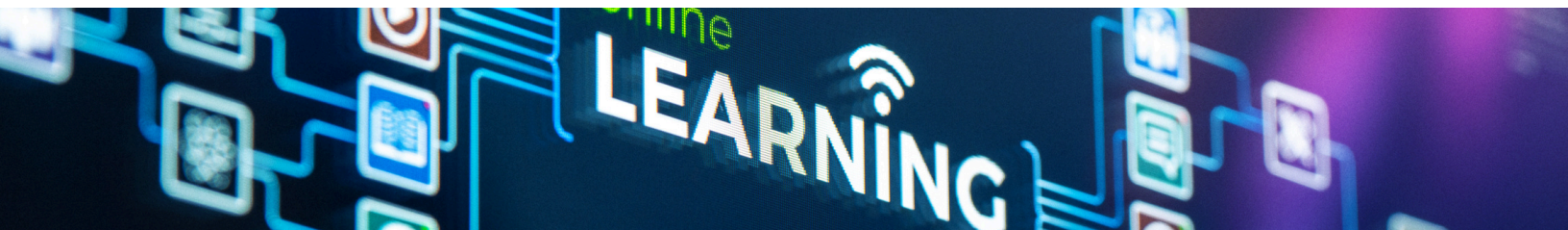
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A banner image showing a close-up of a document with the words "Job Opportunity" in large, bold, black letters. Below it, the word "EMPLOYMENT" is partially visible. In the background, there are some blurred text elements like "Inventory" and "Legal Administration".

Job Opportunity

The PMI Job Board has enhanced features, making it easier to connect job seekers and employers in the project management industry. You can access PMIGL's Job Board of local postings at <https://pmiglc.org/job-postings>



What is Disciplined Agile Certification?

As a leader in project management education, we are working with Peak Business Management to offer the official PMI Disciplined Agile workshop and DASM certification program for individuals looking to pass the exam and become a Disciplined Agile Scrum Master (DASM). Learn more at <https://pmiglc.org/peakbusinessmanagement>

Earn Free PDUs!

Peak Business Management, is offering chapter members free PDUs! Please [visit their website](#) for more details. Be sure to use the password PeakPDU0922 to access this offer.

PMIGL is thrilled to shine a light on our partnership with IIL.

Members have access to an incredible array of benefits and amazing opportunities such as discounts on courses, free webinars, and so much more. Please visit the IIL/PMIGL website

What is KICKOFF™?

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Help promote PMIGL by following us on [Facebook](#), [X \(Twitter\)](#) and [LinkedIn](#), and share our upcoming events and volunteer opportunities as you see posted. You never know what door may open!



Welcome New Members & Congratulations on Milestone Anniversaries
Congratulations to members on their milestone anniversaries this month. Thank you for your valued membership and continued support!
Also, welcome to our new members who recently joined the chapter.



Sustained Annual Sponsorship Opportunities for 2025

Sponsors and recruiters are invited to connect with the PMIGL marketing team (director.marketing@pmiglc.net) to participate in PMIGL events,

For the 2025 Golf outing:

Individual hole and event sponsorships are welcome . Please click on the following link to download the sponsor information packet for details and sponsor benefits:

<https://pmiglc.org/static/uploaded/Files/Documents/Sponsorship/2025-Sponsorship-Packet-Master.pdf>

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